COMISIÓN NACIONAL AD HOC

ESPORTS BOLIVIA

Estrategia 2026 – 2028

2026 – 2028 Strategy

Estado Plurinacional de Bolivia

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Disclosure Statement

This document was authored by the President of the Bolivian National Esports Commission (CNEB), a national working group currently operating as a civil association (asociación de hecho) while it formalizes its legal entity requirements. The strategy, structure, and content were designed solely by the author, drawing from internal knowledge, consultations with departmental actors, and international research.

Development was supported using digital tools for drafting, formatting, and referencing global frameworks—specifically incorporating insights from the Busan Esports Association and Hanshin University reports on standardization in Esports.

All decisions regarding content, tone, and implementation priorities reflect the author's independent judgment and commitment to Bolivia's evolving esports ecosystem.

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Introduction

The 2026–2028 Strategy for the Bolivian Esports Federation outlines an ambitious three-year roadmap to transform the current National Ad Hoc Bolivian Esports Commission (CNEB) into a legally recognized, operationally strong, and globally connected national esports federation. Rooted in the principles of gamification, austerity, and apolitical pragmatism, the strategy acknowledges Bolivia's current economic and technological limitations, adapting its growth to Bolivia's status of technological adoption while considering potential adverse scenarios. The primary goal is to develop national legitimacy for the institution while ensuring Bolivia's compliance and active contribution to global standardization processes by 2028, as outlined in key international frameworks by the Busan Esports Association and Hanshin University.

To achieve these goals the strategy considers seven thematic areas: (1) Governance & Legal Foundations, (2) Standardization & Institutional Alignment, (3) Community Engagement & Communication, (4) Athlete & Ecosystem Development, (5) Competitive Structure & Tournament Regulation, (6) Economic Strategy & Financial Sustainability, and (7) Human Resources & Capacity Building. Each area includes annual goals, organized into "quests" with varying levels of difficulty and success rate to guide progress.

Minimal gamified criteria have been applied to inspire participation and measure results against available human and financial capitals. Progress is broken down into baseline (Minimal), functional (Meets Expectations), and advanced (Optimal) performance levels. The inclusion of key contributors such as voluntary legal advisors, regional ambassadors, and part-time collaborators is critical to achieving each year's targets.

The most challenging thematic areas include legal recognition due to Bolivia's bureaucratic complexity; standardization due to technical constraints and misalignment of global assessment with local contexts; and human resource growth due to volunteer fatigue, national economic uncertainty, and socio-cultural approaches against collaborative ventures and institutional trust-building. Particularly, the nationwide economic crisis and an unstable political landscape create highly volatile scenario, which could impact

engagement, recognition processes, and funding. These risks will be offset through Bolivia's increasing mobile internet penetration, existing institutional goodwill with the Bolivian Olympic Committee, and the current international accreditation through the Asociación Tarijeña de Esports (ATDE) that provides Bolivia with spaces for international participation. However, most importantly, social acceptance and willingness for collaborative work will be by far the most transformative element for developing a sustainable ecosystem across the country that insides beyond esports institutional solidity and generates long-term positive socio-cultural self-perceptions of Bolivian identity.

The strategic path forward is one of smart growth, alliance-building, and attainment of public legitimacy. CNEB commits to empowering local ecosystems, standardizing national operations, and entering global conversations as a fully integrated actor by 2028.

Principles

- **Gamification.** The strategy introduces minimal gamification concepts in its structure to explore a potential long-term approach to Federation dynamics. Accomplishing more ambitious goals depends on the ease with which new members are attained in 2027 and subsequent years, as well as the degree of success to which each previous milestone is completed.
- **Austerity.** Due to the ongoing economic crisis in Bolivia, the strategy seeks to alleviate both the CNEB and the Bolivian Esports Community (BEC) from as much economic burden as possible. The strategy will monitor, realign and adapt to the challenging times ahead.
- **Apolitical Pragmatism.** CNEB recognizes that any actor in society can pursue actions that, in the eyes of a third, can be understood as political. The Commission affirms its stance as a pragmatically apolitical body that understands, plans and executes its actions as such

Objectives

Main Objective

Socialize and legitimize the work of the CNEB to transition the Commission into the consolidated “Bolivian Esports Federation” aligned with international standards and capable of being and international thought contributor to the global esports movement.

Thematic Area Objectives

1. **Governance & Legal Foundations**
    - **a.** Achieve national legal recognition as an esports federation.
    - **b.** Develop and implement transparent, apolitical bylaws.
    - **c.** Establish ethical and operational governance mechanisms.
    - **d.** Secure recognition with the Bolivian Olympic Committee, national ministries and relevant civil society organizations.
    - **e.** Develop, lobby and pass the necessary legal framework for a sustainable esports ecosystem in Bolivia.
    - **f.** Establish the foundational institutional architecture of a functional esports association in Bolivia
2. **Standardization & Institutional Alignment**
    - **a.** Create national metrics, diagnostics and classification systems aligned with internationally set frameworks.
    - **b.** Integrate international standardization practices for competitions and stakeholders.
    - **c.** Contribute to global esports standardization efforts by 2028.
    - **d.** Develop measurement and evaluation tools, protocols and duties that can aid the development of the Bolivian esports ecosystem (BEE)
3. **Community Engagement & Communication**
    - a. Engage the BEE to identify perceived necessities, justify the nature of the present strategy and build legitimacy through communicative interaction between community and institution
    - **b.** Build national awareness around the Federation and its purpose.
    - **c.** Establish regular communication channels with all national and international esports stakeholders.

   d. Foster grassroots participation and public trust through transparency and education.

4. **Athlete & Ecosystem Development**
   a. Identify the most pressing needs and threats for gamers' development in the BEE.
   b. Build a national athlete registry and ranking system.
   c. Promote inclusiveness, education, and health support across the player base.
5. **Competitive Structure & Tournament Regulation**
   a. Develop an initial national tournament ecosystem based on existing opportunities.
   b. Ensure integrity, fairness, and transparency in competitive events through standardized practices.
   c. Align Bolivia's competition formats with international frameworks.
   d. Establish federation's early IPs, viewership and products for future economic growth and sustainability.
6. **Economic Strategy & Financial Sustainability**
   a. Design a self-sustaining federation funding model under austerity principles.
   b. Attract ethical sponsors and donors.
   c. Develop strategic institutional partnerships.
   d. Maintain full financial transparency and public accountability.
7. **Human Resources & Capacity Building**
   a. Scale the working team from 3 to 20–25 active contributors by 2028.
   b. Develop a functional departmental structure with trained coordinators.
   c. Build long-term institutional knowledge and continuity.

Background

National Context

This strategy develops impacted by external factors shaping the Bolivian national context. Two instances are of important consideration. While not addressing them directly at the present time, they influence the Federation's advancement and guide long-term perspectives in CNEB's agenda:

Internet and Technological Infrastructure

Esports are activities that rely heavily on technological infrastructure, subjecting their advancement to the limitations of local technological and infrastructural availability. This can be a matter of secondary importance for stakeholders outside of the esports industry as first order necessities become more pressing emergencies in their agendas. As of 2026, Bolivia's internet penetration reached 70.2%, equating to approximately 8.77 million users[1]. This figure, while indicative of progress, remains below the Latin American average. Urban regions report a 78% internet usage rate, whereas rural areas lag at 38%[2]. This urban-rural divide underscores the challenges in achieving equitable digital access and subsequently, successful nation-wide esports societal, fan and athlete engagement in the short term. Existing internet availability still facilitates communication, promotion and development of a nation-wide competitive esports' ecosystem.

Mobile internet penetration reached 13.5 million connections[3]. Fixed internet penetration has also improved, reaching 56% of households in 2023—up from just 8% in 2013. The growth in fixed internet connections over the past decade averaged 24% annually, with significant adoption of fiber optic infrastructure, which now constitutes 92% of fixed internet services[4]. However, internet connectivity remains centralized, with 77.4% of fixed connections concentrated in Bolivia's central axis: Santa Cruz, La Paz, and Cochabamba. The average download speed stands at 31.80 Mbps for broadband and 10.30 Mbps for mobile connections[5]. These speeds are modest compared to global standards, potentially hindering activities that require high-bandwidth connections such as HD broadcasting, streaming and cross server competitive play. There is

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[1] Kemp, Simon. Digital 2026: Bolivia. Datareportal. https://datareportal.com/reports/digital-2026-bolivia. March 3, 2026. Accessed January 24, 2027

[2] Internet Society Pulse. Country Reports: Bolivia. https://pulse.internetsociety.org/en/reports/BO/. No Date. Accessed, March 31, 2026.

[3] Kemp, Simon. Digital 2026: Bolivia. Datareportal

[4] Autoridad de Regulación y Fiscalización de Telecomunicaciones y Transportes (ATT). Estado de Situación Actual del Internet en Bolivia. https://www.att.gob.bo/sites/default/files/archivos_portada/2024-08/Estado%20de%20Situaci%C3%B3n%20Actual%20del%20Internet%20en%20Bolivia%202023.pdf. July 2024. Accessed March 31, 2026

[5] Internet Society Pulse. Country Reports: Bolivia.

potential for higher adoption as the country lifts restrictions on satellite companies to offer their services in Bolivia[6].

In terms of device penetration, as of 2021, the U.S. Department of Commerce estimated over 57% of web traffic was via desktop computers, and about 52% by mobile devices. The prevalence of mobile devices is notable, with around 95% operating on the Android system. Despite this, the affordability of devices and services remains a concern, with mobile connectivity index scores indicating lagging infrastructure and affordability compared to consumer readiness[7]. No reliable information from major console producers (Nintendo, Microsoft, Sony) is currently available on console volumes in the country. The available information seems to signal more clearly that mobile gaming is the preferred option for Bolivians at the time and that while still growing, internet access suffices for advancing esports under the current economic context.

Economic Context

Bolivia could be heading towards its worst economic crisis in recent history. The country is currently grappling with a multifaceted economic crisis characterized by fuel shortages, rising food prices, and dwindling foreign currency reserves[8]. In December 2024, reports highlighted public distress over escalating living costs and stagnant wages, exacerbating economic hardships for many Bolivians[9]. The crisis has led to long queues at fuel stations and difficulties in accessing U.S. dollars at banks, disrupting daily life and economic activities[10]. Fuel shortages prompted societal responses with sectors such as the Bolivian

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[6] Valdez, Carlos. Bolivia lifts restrictions on satellite companies like Starlink to upgrade its internet connectivity. The Independent. December 24, 2026. Accessed January 24, 2026. https://www.independent.co.uk/news/bolivia-spacex-earth-la-paz-evo-morales-b2889880.html

[7] U.S. Department of Commerce. International Trade Administration. Bolivia Country Commercial Guide. https://www.trade.gov/country-commercial-guides/bolivia-ecommerce. August 2, 2022. Accessed March 31, 2026

[8] Flores, Paola; Debre, Isabel. "'Everything is expensive!' Bolivia faces a shocking economic collapse". Associated Press. Available at: https://apnews.com/article/bolivia-fuel-crisis-economy-arce-president-gas-b43cff9dcfebdca40d35aad6911f055f . November 28, 2024. Accessed March 31, 2026

[9] Machicao, Monica. "As Bolivia's big state economic model slowly implodes, fear of 'total crisis'". Reuters. Available at: https://www.reuters.com/world/americas/bolivias-big-state-economic-model-slowly-implodes-fear-total-crisis-2024-12-16/. December 16, 2024. Accessed March 31, 2026.

[10] Flores, Paola; Debre, Isabel. "'Everything is expensive!' Bolivia faces a shocking economic collapse".

Driver's Union announcing nation-wide blockades in response to the country's fuel shortage starting on April 2026[11].

The agricultural sector, pivotal to Bolivia's economy, has been notably impacted. Regions like Santa Cruz report that fuel shortages have hindered farmers' ability to harvest crops, posing a threat to food security and livelihoods[12]. The government has authorized the use of cryptocurrency for energy imports to mitigate the fuel crisis and for general use[13], reflecting innovative yet insufficient approaches to economic challenges.

Political instability further threatens to contribute to economic decline. Internal divisions within the former ruling party and tensions between key political figures led to a fragmented political landscape[14]. These political dynamics contribute to uncertainties that affect economic policies, investor confidence and overall develop risk adverse behaviors that can impact brand commitment to new trends such as esports. Presently, a new administration has assumed office in November 2026 promising to address the worsening economic crisis. However, economic and political problems are still an important point of analysis and context for this strategy

On the economic front, the new administration has advanced two decrees aimed at addressing Bolivia's deteriorated economic situation. Decrees 5503 and 5516 implement important measures for addressing said situation. Key to the present strategy, the most significant item to consider is that original decree 5503 faced considerable social resistance, leading to the government into annulling this first document and adopting the second. Social response to the ongoing crisis is a somewhat unpredictable variable that could play against existing efforts for stabilizing one of the country's more menacing problems for the next three years this strategy contemplates.

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[11] Los Tiempos. Choferes confirman paro desde el miércoles y ANH incrementa despachos. Available at: https://www.lostiempos.com/actualidad/economia/20260331/choferes-confirman-paro-miercoles-anh-incrementa-despachos. March 31, 2026. Accessed March 31, 2026

[12] Limachi, Santiago; Machicao, Monica. "Bolivia's soy farmers on edge as fuel shortage hits harvest". Reuters. https://www.reuters.com/markets/commodities/bolivias-soy-farmers-edge-fuel-shortage-hits-harvest-2026-03-13/ . March 13, 2026. Accessed March 31, 2026.

[13] Reuters. "Bolivia turns to crypto for energy imports amid dollar, fuel shortages". Available at: https://www.reuters.com/markets/bolivia-turns-crypto-energy-imports-amid-dollar-fuel-shortages-2026-03-12/. March 13, 2026. Accessed March 31, 2026.

[14] Peñaranda, Raul. "Bolivia's Turmoil May Lead to a Political Shift". Americas Quarterly. https://www.americasquarterly.org/article/bolivias-turmoil-may-lead-to-a-political-shift/. November 7, 2024. Accessed March 31, 2026.

Takeaways

Bolivia's digital infrastructure exhibits both progress and significant challenges. While mobile internet usage is on the rise, disparities in access, speed, and affordability persist. The nation also faces a significant economic crisis marked by resource shortages and political instability. These challenges will make promoting esports a challenging concept as pressing emergencies arise in the nation. It will be paramount to develop strategic approaches and promote coordinated collaboration across the entirety of the Bolivian Esports Ecosystem to develop a sustainable industry in the country.

Federation Background

The National Ad Hoc Bolivian Esports Commission (CNEB) is a special working group recognized by the Bolivian Olympic Committee (BOC) to carry out initiatives related to esports in Bolivia. Through increasingly coordinated work and development of good relations, CNEB has developed trust with Bolivia's NOC and is positioned to guide the development of federated esports initiatives in the country. CNEB and the BOC agreed earlier in 2026 to renew CNEB's recognition in June of 2026.

Currently, Bolivia has accredited itself internationally via the creation of a first civil entity in the department of Tarija called Asociación Tarijeña de Esports (ATDE). As ATDE's existence facilitates Bolivia's engagement with IESF's and GEF's international initiatives, at the national level, ATDE's and CNEB's leadership have opted to introduce the Federation as CNEB, "the Commission" or "the Federation" in an interchangeable manner instead of ATDE to 1) bring attention to the nation-wide recognition and work with the BOC 2) Present our efforts as a nationally oriented strategy to allow players from other cities to participate in national and international initiatives and 3) communicate a wider call to gamers across the country to join the initiative. This approach has allowed CNEB to attain initial alliances at a national level.

Strategy

Approach and Rationale

- The Strategy contemplates a three-year track to make the Bolivian Esports Federation a compliant and responsive federation observant of the standards detailed in the 2024 reports from the Busan Esports Association and Hanshin University on data and normative standardization. Having started at later times compared to other peer federations, Bolivia's current efforts require higher degrees of commitment and collaborative work to catch up with the efforts of the agenda defined by the International Fedeartive Movement
- It is crucial for the Federation to find a role for itself within the Bolivian esports ecosystem that is not in direct competition with established stakeholders, thus providing added value for its members and Bolivian Society. The Federation cannot primarily: Be an organizer, apply to RFPs from publishers; sponsor teams; serve as a catapult for content creators in gaming or esports, or provide coverage of esports initiatives worldwide or nationally. The growth of these activities in the country should be a benefit stemming from the roles the Federation plays in helping national actors in this growth.

Strategy Structure

The Federation Strategy tackles a total of 7 Thematic Areas (TAs) aligned with international objectives and contextualized in the advancement of the Bolivian Federation to date. Each of these TAs lays out "Quests" to be completed each year. The strategy qualifies the degree of importance and difficulty for each quest, providing a system to assess progress quality in the TAs. It also introduces a clear need for collaborative approaches to positively attain the outcomes each year. This model is thought to encourage cooperation across actors in the Bolivian Esports Ecosystem:

- **Quest Type:** Determines who can/must complete a quest, as well as their degree of importance
- **Success Rate:** The modality appears in some quests. When a gamer or the federation engages in quests with a Success Rate indicator, they can

complete said quests with different degrees of success. Any degree of completion works to advance the work of the federation, but higher levels of Success Rate deliver not only clearer signals of commitment from gamers but also provide healthier and stronger ground from which to advance into the next phase of the TA. Rewards are not contemplated either for existing or for future members considering austerity measures as well as the need of further assessment of whether a gamified model for federation dynamics could benefit from said dynamic.

Types of Quests	Success Rate
Storyline Quests: These quests are mandatory for the development of the federation. Only Board Members can guide these or designate responsibilities for third parties to carry out the requirements needed to complete a given quest.	**Optimal:** All objectives have been attained and there is no potentially better outcome than the one achieved. Objectives indicate a strong commitment from the federation and its base, signaling a healthy balance in understanding of priorities, planning, resource allocation and teamwork. Quests completed with at an Optimal level will inform planning of more ambitious objectives and alliances in the given field
Main Quests: These quests are integral to the development of the strategy and the strengthening of the Federation. Ignoring them can result in being unprepared for tackling storyline quests or advancing into a new main quest. Any Federation Member can advance these types of quests.	**Meets Expectations:** Quests meeting expectations indicate apt understanding of the challenge and sufficient levels of internal management to complete them. This degree of completion provides enough security to advance into the next phase of the strategy in the specific sector the quest addressed, providing non board members with positive visibility that can improve their reputation standing[15] within the federation ecosystem.
Optional Quests: Quests that can be good for strengthening the federation in the short or long term but with rewards/achievements that would not fundamentally impact the progress of the federation should these be completed or under the current timeline.	**Minimal:** The bare minimum required to count a quest as completed and, contingent on difficulty, potentially also the minimum required to advance any quest to its next iteration in the chain. Quests completed as a Minimal will signal to the federation that more attention and resources are necessary

[15] The concept of “reputation” employed here speaks to honor systems used in games of different genres, particularly MMORPGs that provide players with better rewards as their reputation improves. This is the first occasion the Federation refers to the concept to analyze it in more depth before moving into including it to its overarching national and international strategies.

	in the area to attain better results and push it to re-evaluate the degree of inclusion that Minimals should have in future tasks. This indicator would also signal that, in some cases, more will be needed in the same quest before advancing to the next phase.

Thematic Areas

This section details the 3-year strategy for the Bolivian Esports Federation, outlining the work for each of the Thematic Areas. There is a higher focus on detailing activities for 2026 over the other two years considering the increasing political and economic instability in the country. All planning will be evaluated on a quarterly basis and adjusted based on internal progress and external evolution of political, economic and social stability in the country:

1. Governance & Legal Foundation

The most important step in building the Bolivian Federation at the present time is to develop its legal foundation. Legal processes in Bolivia tend to be slow and filled with requirements of different types, making this pillar potentially one of the most time-consuming ones. Annual advancement requires:

2026

- **Build bases of operation across all remaining 8 departments**. Develop departmental federations that can form the national federation.
    - **Objective:** Bolivian Law requires departmental organizations, a local level right below the national, prior to the conformation of a nation-wide legal civil association. This quest will require groups formed per department to advance each departmental federation**.** Details on the requirements for departmental federations vary across departments; players must inquire with their respective Governor's Office on what they will need to advance a federation.
    - **Quest Priority:** Storyline Quest. To be carried out by new federation members across the country
    - **Supervisor:** Federation Vice president
    - **Difficulty Level:** Hard
    - **Suggested Players:** 5 per departmental federation

- **Quest Items:** CNEB will provide templates for some of these requirements, including statutes and lists of documents requested for the creation of ATDE to serve as guidance to all departments.
- **Success Rate:**

Minimal	Meets Expectations	Optimal
At least 4 federations have completed partial or full requirements for departmental organizations At least 4 federations count with a founding team of 5 people	At least 6 federations have completed partial or full requirements for departmental organizations At least 6 federations have a founding team of 5 people At least 2 federations have consolidated complete departmental requirements for their legal personas	All 8 remaining departments count with partial or full requirements for departmental organizations All 8 remaining departments have founding teams of at least 5 people At least 4 federations have completed all departmental requirements for their legal personas

- **“Law of the land”:** Simultaneous to the development of departmental institutions, the national entity will require to get started with its own requirements for its national legal persona. Development of bylaws and federation structure will be the first step as this is one of the most complex documents listed in the requirements for a national federation and carries pivotal importance in shaping the long-term trajectory of the federation.
  - **Objective:** Define internal bylaws and participation criteria.
  - **Quest Priority:** Storyline Quest
  - **Supervisor:** President
  - **Difficulty Level:** Hard
  - **Suggested Players:** 1 (posterior phase 1 review with CNEB’s legal team)
  - **Derivable:** V1 of national statute
  - **Success Rate:** Confidential
- **Form a small volunteer legal task force for federation legal essentials**
  - **Objective:** Establish a volunteer legal task force of 2 volunteer legal advisors
  - **Quest Priority:** Main Quest
  - **Supervisor:** President
  - **Difficulty Level:** Normal

- **Suggested Players:** 2

- **Continue with legal recognition process with national authorities.** Bolivia is set to hold elections in August 2026. There is likelihood that the decaying economic and political scenarios lead to an unstable climate in the country right after the elections. Nonetheless, a lack of budgets across all state offices should open the doors for easier coordination with national authorities to score administration successes that do not require spending such as an official recognition of the Bolivian Esports Federation. CNEB has already discussed the renovation of recognition by the BOC.
  - **Quest Priority:** Main Quest
  - **Supervisor:** Vice president
  - **Difficulty Level:** Hard

2027

- **Legally constitute the National Esports Federation of Bolivia.** Deliver all materials necessary for the development of a national Federation in Bolivia
  - **Quest Priority:** Storyline Quest
  - **Difficulty Level:** Hard
  - **Success Rate:**

Minimal	Meets Expectations	Optimal
Federation requirements are not met, enough advancement is shown to further rely on Article 66 of the Bolivian Civil Code to maintain Status of a Federation[16]	Federation requirements are met, application is submitted at any point in 2027	Federation requirements are met, as well as departmental requirements. Application is submitted in the first half of 2027

- **Begin internal audits for financial and ethical transparency.**
  - **Quest Priority:** Main Quest

[16] Under Article 66 of the Bolivian Civil Code, CNEB can currently count as a Federation. This is the base by which the present report refers to the CNEB also as “The Federation” at times both in this report and in its introduction to the public. While a legally recognized principle in Bolivian Law, this would leave Bolivia’s status at the international level still under an associate status, making the Minimal outcome not ideal. See Estado Plurinacional de Bolivia. Código Civil. Available at: https://www.refworld.org/legal/legislation/natlegbod/1898/es/17716 . November 26, 1898. Accessed March 31, 2026.

- **Difficulty Level:** Medium
- **Suggested Players:** 4
- **Success Rate**

Minimal	Meets Expectations	Optimal
No formal independent committee is set up for this but rather the board makes all possible efforts for implementation. There is at least one economic report published every year and no commentary on ethics. This result would be the outcome of low recruitment	An independent committee of members can carry out this endeavor. Findings are reported online at least twice a year for financial transparency and at least once a year for ethical transparency	The task is part of the duties of an independent body within the federation. Reporting takes place at least twice a year, with findings posted online and available upon request

- **Public release of organizational structure: departments, roles, decision-making.**
  - **Objective:** The Federation Structure shall remain confidential for board members only until all paperwork has been presented. Once the recognition process is on course, information will be made available to the public for socialization, questions, and feedback
  - **Quest Priority:** Main Quest
  - **Difficulty Level:** Easy

2028

- **Publish an annual governance and ethics report.**
  - **Quest Priority:** Main Quest
  - **Difficulty Level:** Medium
- **Establish grievance redress and player protection mechanisms.**
  - **Quest Priority:** Main Quest
  - **Difficulty Level:** Medium
- **Evaluate and adjust bylaws based on operational experience and feedback.** After a period of trial an error and membership evaluation of the current mechanism, it will be important to carry out a first alignment to the bylaws that addresses the lessons learned in this period
  - **Quest Priority:** Storyline Quest
  - **Success Rate:** Contingent on Feedback

- **Difficulty Level:** Hard

- **Begin drafting of amendments for long-term constitutional stability.**
  - **Quest Priority:** Main Quest
  - **Difficulty Level:** Hard

2. Standardization & Institutional Alignment 2026

- **Map national Esports landscape: titles, players, organizers, influencers.** 2026 is essential for identifying how far esports have developed in Bolivia. CNEB anticipates that the upcoming economic downturn in the country will have a negative impact on the availability of players and resources/interest for competitive play will in general be scarcer. Understanding how big this impact will be will collaborate in adjusting the strategy for later years. Taking into consideration the Busan Esports Association's Stakeholder classification system[17], the federation will proceed to map out the current national capacity of esports presence in the country.
  - **Objective:** Classify key stakeholder types using BESA's categories.
  - **Quest Priority:** Storyline Quest
  - **Difficulty Level:** Hard[18]
  - **Success Rate:**

Minimal	Meets Expectations	Optimal
Mapping is only limited to understanding the ecosystem's self-count of esport stakeholders in the country: Athletes; coaches; Club Teams; Publishers; Sponsors;	Mapping counts Esports Stakeholders as detailed in "Minimal" tier Mapping expands to study about esports market:	Mapping counts Esports Stakeholders as detailed in "Meets Expectations" tier Additional Surveys Employed:

[17] Busan Esports Association Esports Research and Development Center. "The Standardization of World Esports Report". International Esports Federation. https://archive.iesf.org/iesf/document.do?mode=view&articleNo=2262&article.offset=0&articleLimit=10&srCategoryId=6. December 16, 2024. Accessed March 31, 2024

[18] Due to the early nature of the effort and the need to induct more members that manage and understand the importance of this information, CNEB will limit itself to the above objectives, leaving out investigation on Human Categories, Esports Market Size and Consumption Scale for later years.

Platforms; Viewers; Visitors Surveys employed from BESA's Report: - "Survey of The Standardization of the World of Esports Report" -"World Esports Report Survey Framework (Player Version)" - "World Esports Report Survey Framework (Team/Club Version)"	- Information gathering on ongoing tournaments in Bolivia - Information gathering on sponsorship deals in Bolivia - Information gathering on participation on ecosystem from Optimal sporting institutions Additional Surveys Employed: - "World Esports Report Survey Framework (Broadcasting/Referee Version)"	-"World Esports Report Survey Framework (Facility Version)"

- **Draft V1 of Bolivian Esports Metrics Report (inspired by BESA's methodology).** Initial Versions of annual budget template and 2027 metrics that can be expected in the context of the country's economic decline. (government funding, sponsorship contributions, broadcasting rights fees)
    - **Objective:** Introduction of quantitative target management.
    - **Quest Priority:** Main Quest
    - **Success Rate:** -
    - **Difficulty Level:** Medium
- **Form data team.** 1-4 data-savvy members, volunteer basis
    - **Objective:** Form a data team that can interpret, tabulate and analyze all gathered data from departmental federations.
    - **Quest Priority:** Storyline Quest
    - **Difficulty Level:** Easy
- **Begin informal benchmarking with neighboring federations.**
    - **Objective:** Determine 1-2 federations to engage with and compare results, analyze progress and calibrate expectations based on peer progress over the years. This will require federation liaisons

    - **Quest Priority:** Main Quest
    - **Difficulty Level:** Medium
- **Create V1 of internal standardization documents: rulesets, reporting, rankings.** In following the recommendations and findings of Hashin Uniersity on Esports Global Standards, CNEB will develop its first document on competition standards for internal use. The report will consider four out of five categories identified in the report: Game and Competition Standards; Athelete and Team Management Standards; Commercial and Sponsorship Standards & Safety and Fairness. Technological Standards will be observed closely to understand future approaches to this standardization
    - **Quest Priority:** Storyline Quest
    - **Supervisor:** Events Secretariat
    - **Difficulty Level:** Medium (Hard if Optimal Prowess is sought)
    - **Suggested Players:** 8
    - **Success Rate[19]:**

Minimal	Meets Expectations	Optimal
Game and Competition Standards - RFP for community members on IESF national qualifier event organization contemplating: * Formatting and Duration of Events * Requirements for player verification * Announcements calendar * Proposal for anti-cheat measures and player verification protocols * Reporting forms	**Game and Competition Standards** - RFP for community members on IESF national qualifier event organization contemplating: * Formatting and Duration of Events * Requirements for player verification * Announcements calendar * Proposal for anti-cheat measures and player verification protocols * Reporting forms	**Game and Competition Standards** - RFP for community members on IESF national qualifier event organization contemplating: * Formatting and Duration of Events * Requirements for player verification * Announcements calendar * Proposal for anti-cheat measures and player verification protocols * Reporting forms

[19] Tiers defined by ítems listed in the 2024 Standardization report from Hashin University. See Hashin University Industry-Academic Cooperation Foundation. “Establishing Global Standards for Esports: A Comprehensive Framework for Interoperability, Fair Play, and Safety in a Rapidly Evolving Digital Ecosystem”. International Esports Federation. https://archive.iesf.org/iesf/document.do?mode=view&articleNo=2356&article.offset=0&articleLimit=10&srCategoryId=6. December 2024. Accessed March 31, 2026

- Standardized base ruleset that contemplates all necessary points for specific development of other titles **Technological Standards** - Not addressed. **Athletes and Team Management Standards** - Induction of a federation psychologist to work on the development of guidelines for mental health and initial data gathering **Commercial and Sponsorship Standards** **-** Define Ethical standards for sponsorship agreements, avoid conflicts of interest and sponsor alignment with publisher and federation values **Safety and Fairness** - Create a global database to track repeat offenders in the country across all types of competitions	- Standardized base ruleset that contemplates all necessary points for specific development of other titles - Revised criteria for penalties and rule violations[20] - Anti-doping compliance details **Technological Standards** - Develop a survey on devices used by players, lan centers and gaming houses during competitions **Athletes and Team Management Standards** - Induction of a federation psychologist to work on the development of guidelines for mental health and initial data gathering - Review of the Ruleset's Code of Conduct to include sportsmanship and inclusivity * Evaluate steps necessary for the establishment of penalties for violations **Commercial and Sponsorship Standards** **-** Define Ethical standards for sponsorship agreements, avoid conflicts of interest and sponsor alignment with publisher and federation values **Safety and Fairness** - Create a global database to track repeat offenders in the	- Standardized base ruleset that contemplates all necessary points for specific development of other titles - Refereeing Guidelines addressing protocols for in-game disputes, technical interruptions and fair play concerns - Revised criteria for penalties and rule violations[21] - Tiered system of standardized formats for esports competitions - Anti-doping compliance details **Technological Standards** - Develop an assessment framework on technological requirements that evaluates: * Latency and stability requirements for specific titles * Devices used by players, lan centers and gaming houses **Athletes and Team Management Standards** - Induction of a federation psychologist to work on the development of guidelines for mental health and initial data gathering - Promote initial criteria of need for contractual agreements and roles and responsibilities for teams, coaches and managers

[20] Built up from the implemented "strike system" on CNEB's tournament rulebooks of 2024

[21] Built up from the implemented "strike system" on CNEB's tournament rulebooks of 2024

	country across all types of competitions	- Review of the Ruleset's Code of Conduct to include Optimalism, sportsmanship and inclusivity * Evaluate steps necessary for the establishment of penalties for violations - Investigate status of women in competitive gaming in Bolivia. List down main hurdles and work on recommendations **Commercial and Sponsorship Standards** **-** Define Ethical standards for sponsorship agreements, avoid conflicts of interest and sponsor alignment with publisher and federation values - Evaluate opportunities for revenue-share models among event/federation participants based on PnL projections (for internal use only) - Adjust to Publisher and International Federation guidelines on rules for in-game advertising, stream overlays and branded merchandise **Safety and Fairness** **-** Develop guidelines for safety inspections for esports events - Plan on mental health awareness - Create a global database to track repeat offenders in the country across all types of competitions

2027

- **Publish Bolivia's first National Esports Development Index.** This would constitute Bolivia's first attempt to engage on international conversation on esports standardization. Learning from lessons of 2026 counting and assessment, it would carry out a more comprehensive exercise and publish its results at the national and international levels.
    - **Quest Priority:** Storyline Quest.
    - **Difficulty Level:** Medium
    - **Quest Requirements:** Consolidation of Data Team in 2026
- **Adopt and adapt IESF-aligned athlete and event classification standards.** Bolivia would aim to carry out all IESF-related events under the standards and protections set forth in both 2024 standardization reports. Alignment must be discussed internally with the Federation Board and Active membership to evaluate and set out attainable goals.
    - **Quest Priority:** Storyline Quest
    - **Difficulty Level:** Hard
- **Join ISO-aligned working groups through LATAM or global partners if possible.** As the push for standardization advances, joining spaces for discussion and knowledge sharing will be important for strengthening the advancement on standardization in the country and the long-term planning of more active contributions at the international level
    - **Quest Priority:** Main Quest
    - **Difficulty:** Hard

2028

- **Bolivia contributes to global Esports standardization via IESF working group participation.** Achieving active participation on standardization is one of the most ambitious projects and objectives set for CNEB in this report. It is not only subject to successfully completing the federation consolidation process but also to successful completion of prior self-set requirements on advancing standardization nationally that require a robust and cooperative federation team.
    - **Quest Priority:** Storyline Quest

    - **Difficulty Level:** Hard
- **Updated Development Index with YOY comparison.** Growing and compiling the 2026 and 2027 efforts would culminate on the publication of a first academic level issue of an Esports Development Index in Bolivia.
    - **Quest Priority:** Storyline Quest
    - **Difficulty Level:** Hard
- **Begin standardizing broadcasting/media practices (with guidelines).** While broadcasts and media appearance are set to take place in years prior, we will be learning from mistakes while taking note on how to carry a comprehensive overhaul of production quality nation-wide by 2028. Mapping, monitoring and drawing conclusions over the past 2 years can allow for this outcome to take place. Such a clear result can help further Optimalization of the scene in the country.
    - **Quest Priority:** Main Quest

3. Community Engagement & Communication

2026

- **Execute outlined social media project socialization calendar (July-June).** As core objective of 2026, the socialization of the project for the creation of the Bolivian Federation will rely heavily on social media. The following is a summary of the social media calendar for the July 2026 – June 2027 Period.

MARCH: **What is the Role of a Federation?** *Goal: Educate the audience on why esports federations exist and the impact they have.*	Instagram & Facebook	- Animated video: "What is an esports federation?" - Carousel: 5 key roles of an esports federation - Reel: Short interviews with federation representatives discussing their work
	Twitter (X)	- Thread: “5 reasons why esports needs governance” - Infographic: Organizational chart of a federation
	LinkedIn	- Article: "The Role of Esports Federations in Latin America: A Governance Perspective" - Interview clip with an expert discussing the necessity of an esports federation

APRIL: The Pros of a Federation in Developing Economies *Goal: Position the federation as a key player in esports ecosystem growth.*	Instagram & Facebook	- Infographic: Economic benefits of esports in Bolivia - Video: Testimonials from Bolivian players about lacking support - Carousel: "5 Ways a Federation Can Help Bolivian Esports Grow"
	Twitter (X)	- Thread: “How can esports create jobs in Bolivia?” - Q&A session with a federation rep on economic development
	LinkedIn	- Report-style post: "The Economic Case for Esports in Bolivia" - Interview with a Latin American economist on esports investment opportunities
MAY: Building a Federation: Who is a Part of a Federation? *Goal: Break down federation roles and responsibilities.*	Instagram & Facebook	- Carousel: "Meet the Key Members of a Federation" - Reel: Day in the life of a federation member - Infographic: "Who does what in an esports federation?"
	Twitter (X)	- Thread: “Who makes up an esports federation?” - Infographic: “Federation Roles Explained” - AMA session with a federation board member
	LinkedIn	- Case study: "How Different Countries Structure Their Esports Federations" - Networking post: Call for volunteers and talent for esports governance
JUNE: Challenges in the Creation of an Esports Federation in Bolivia *Goal: Acknowledge difficulties and explain the path forward.*	Instagram & Facebook	- Reel: “3 Biggest Challenges for Bolivian Esports” - Carousel: “What’s stopping esports from growing in Bolivia?” - Infographic: “How we can overcome these challenges” - Poll: “What do you think is the biggest challenge for Bolivian esports?” - "What do YOU want to see in a Bolivian esports federation?"

	Twitter (X)	- Thread: “How other countries overcame esports governance challenges”
	LinkedIn	- Thought leadership post: "Barriers to Esports Development in Latin America" - Interview with a federation leader from another country on overcoming obstacles
JULY: Structure of a Federation *Goal: Show the federation’s working structure.*	Instagram & Facebook	- Animated infographic: “How an esports federation is structured” - Carousel: “Departments in an Esports Federation” - Reel: “What each department does”
	Twitter (X)	- Thread: “How does an esports federation function?” - Infographic: "Federation organizational breakdown" - Q&A with a federation organizer
	LinkedIn	- In-depth post: "Structuring an Effective Esports Federation: Best Practices" - Case study: Comparing different federation models worldwide
AUGUST: Players’ Roles in a Federation *Goal: Explain how players benefit from and contribute to a federation.*	Instagram & Facebook	Entrevista a jugador: “Cómo una federación ayuda a los jugadores” Carrusel: “Lo que los atletas de esports necesitan de una gobernanza” Reel: “El camino de un jugador profesional y el rol de una federación”
	Twitter (X)	Poll: "What support do Bolivian esports players need most?" Thread: “Why players need federations & vice versa” AMA with a Bolivian esports player
	LinkedIn	- Analysis: “Esports Federations & Player Welfare” - Case study: "How Federations Help Pro Players Advance Their Careers"
SEPTEMBER: Organizers’ Roles in a Federation *Goal: Educate event organizers on working with the federation.*	Instagram & Facebook	- Infographic: “How tournament organizers benefit from federations” - Reel: Interview with a local esports event organizer - Carousel: “5 ways federations support esports tournaments”

	Twitter (X)	- Thread: “The challenges of esports event organization in Bolivia” - Poll: “Would you attend more local esports events if they were federation-backed?” - Q&A with a tournament organizer
	LinkedIn	- Report-style post: “How Esports Federations Can Empower Event Organizers” - Call to action: “Are you an organizer? Let’s collaborate!”
OCTOBER: How Traditional Sporting Institutions Work on Esports *Goal: Explore esports’ connections with mainstream sports.*	Instagram & Facebook	- Video: “What traditional sports can learn from esports” - Reel: Interview with a sports federation rep
	Twitter (X)	- Thread: “Esports & traditional sports: competitors or allies?” - Poll: “Would you support a national esports team?” - AMA with a sports federation member
	LinkedIn	- Thought piece: "The Convergence of Esports & Traditional Sports" - Interview with a football club involved in esports
NOVEMBER: Beyond Esports (Education, Mental Health, Gender) *Goal: Highlight esports’ broader social impact.*	Instagram & Facebook	- Reel: “Esports & mental health awareness” - Carousel: “Esports as an educational tool” - Interview clip with a mental health expert
	Twitter (X)	- Poll: “Should esports be taught in schools?” - Thread: “Esports & education: A new frontier” - Community discussion: "How can esports be more inclusive?"
	LinkedIn	- Research post: "The Role of Esports in Social Development" - Panel discussion: Experts on esports & mental health

DECEMBER: Optimalization & Legalization *Goal: Discuss key pillars for esports legitimacy.*	Instagram & Facebook	- Case studies of Bolivian esports figures - Infographic: "How to go pro in esports" - Reel: “Optimalization challenges in Bolivian esports”
	Twitter (X)	- Thread: “The road to Optimalization in Bolivian esports” - Q&A with a legal expert on esports law
	LinkedIn	- White paper: "Esports Law & Policy in Latin America" - Call to action: “Join the movement for esports regulation in Bolivia”
JANUARY: Bolivia y la escena global privada *Goal: Discuss key opportunities for Optimal players.*	Instagram & Facebook	- Infographic: Optimal Esports Leagues - Reel: “Current Federation Activities in Latam Federations”
	Twitter (X)	- Q&A with federation presidents on future of esports
	LinkedIn	- White paper: "Esports Law & Policy in Latin America"
FEBRUARY: Legalization *Goal: Present the future structure of the Bolivian esports federation.*	Instagram & Facebook	Case studies of Governing Models Reel: Teaser: Introduction of the Federation Structure
	Twitter (X)	- Thread: Foundational criteria of the Bolivian Esports Federation
	LinkedIn	- White paper: "A structure with purpose: Bolivian Esports Federation V1.0"

- **Host monthly live streams to discuss progress, strategy, and invite feedback.** Each livestream is oriented to address the theme for each month, as well as update the population on the advancement of all projects
    - **Quest Priority:** Storyline Quest
- **Build mailing list segmented by stakeholder interest.** Starting with tournament participants from this year’s qualifier tournaments, CNEB will start looking at how to best communicate with the Bolivian gamer society outside of (strictly) tournaments, which are most likely a central strategy to engage on in the short term.
    - **Quest Priority:** Storyline Quest
- **Create an Ambassador Program.** Induct at least 1 ambassador or point of contact per department into the federation to contribute with data

gathering, departmental team formation and advancement of departmental federations.

- **Quest Priority:** Storyline Quest. In charge of existing board
- **Difficulty Level:** Medium
- **Success Rate:**

Minimal	Meets Expectations	Optimal
At least 4 ambassadors in 4 different cities	At least 6 ambassadors in 6 different cities	At least 8 ambassadors in 8 different cities

2027

- **Launch digital outreach tools.** Launch of Website and use of company emails for the board members
  - **Quest Priority:** Main Quest
  - **Difficulty Level:** Medium
- **Begin consultations on Federation structure and statutes.** 3 revisions on the advancement of the statutes as well as international discussions with key stakeholders for the revision of the statutes prior to presentation to governmental bodies.
  - **Quest Priority:** Storyline Quest. In charge of President
  - **Difficulty Level:** Medium
- **Launch "Ask the Federation" open sessions for community transparency.** Social Media initiative for interaction with the Federation and receiving answers for public knowledge. Activity to be monitored and evaluated based on how the community uses the space
  - **Quest Priority:** Main Quest
  - **Difficulty Level:** Easy

2028

- **Coordinate the first national stakeholder summit across all departments.** Carry out the first in-person event in Bolivia for the Federation including small tournaments, working sessions and panels on the future of esports for the country. Events are contingent on the economic status of the country.
  - **Quest Priority:** Storyline Quest

- **Difficulty Level:** Hard
- **Success Rate:**

Minimal	Meets Expectations	Optimal
Presentation and approval of statutes	Presentation and approval of statutes Small demonstration tournaments with small prize pools	Presentation and approval of statutes Large public tournaments with sizeable prizes relative to the Bolivian economy Panels on esports including international invitees Live broadcast of event

- **Introduce player, coach, and organizer councils for participatory governance.**
  - **Quest Priority:** Storyline Quest. Items already included in statutes but entering practice by 2028
  - **Difficulty Level:** Hard
- **Launch a national "Federation Awareness Week" to reach the general public.** Largest event to date at a general level that will involve partner events in selected schools, universities and other public spaces; media appearances; collaborations with popular content creators endemic and non-endemic to gaming or esports; activities with the public sector to highlight the achievements of Bolivian players to date; and some form of Federation contribution to the wider Bolivian society to highlight the role of the federation and enhance recruitment.
  - **Quest Priority:** Storyline Quest
  - **Difficulty Level:** Hard

4. Athletes & Ecosystem Development

2026

- **Begin collecting player data through voluntary census-style survey.**
  - **Quest Priority:** Storyline Quest
  - **Supervisor:** Vicepresident.

    - **Difficulty Level:** Medium
- **Start research for athlete recognition strategy**
    - **Quest Priority:** Storyline quest
    - **Supervisor:** Vicepresident
    - **Difficulty Level:** Hard
- **Connect with NGOs and mental health organizations for partnerships.** Aligned with Standardization efforts and the Psychological Support component of the strategy, CNEB will attempt to contact partners in the field to amplify its message and strengthen its position on athlete support
    - **Quest Priority:** Side Quest
    - **Supervisor:** Federation Psychologist.
    - **Difficulty Level:** Easy

2027

- **Launch national database of registered athletes (voluntary opt-in).** Registration of player data will be different from affiliation, marking a difference between existing players in the country and affiliated players. The goal is to avoid any potential perception of players granting "involuntary" legitimacy to the federation from disrupting data gathering. Despite our efforts, CNEB understands the social context of Bolivian society and the challenges behind attaining legitimacy that new organizations as a whole face. CNEB's efforts will be marked by a no-pressure policy in terms of participation and affiliation.
    - **Quest Priority:** Storyline Quest
    - **Difficulty Level:** Medium
- **Offer online education resources: nutrition, mental health, contracts.** This policy lays out an initial approach to the 2027-2028 social media strategy.
    - **Quest Priority:** Storyline Quest
    - **Difficulty Level:** Easy

2028

- **Begin design of grassroots talent program through partnerships with educational institutions.** The establishment of potential talent pipelines

to identify players in the country is essential. This involves close collaboration outside of the immediate Bolivian esports' ecosystem but in coordination with wider society. Partnerships with universities and other educational institutions in the country can contribute to this.
    - **Quest Priority:** Storyline quest
    - **Difficulty Level:** Medium
- **Launch national athlete ranking and tracking system (performance + conduct).** To be a part of the federation website, initially developed via manual input.
    - **Quest Priority:** Storyline Quest.
    - **Difficulty Level:** Hard

5. Competitive Structure & Tournament Regulation 2026

- **Define national title priority list.** The mapping strategy will not only help in counting esports stakeholders but also categorize them by game. This can create a tiered list of titles that help determine accurate support for each title and set priorities in case of resource scarcity under the ongoing political, economic and social forecasted decline.
    - **Quest Priority:** Storyline Quest
    - **Difficulty Level:** Easy/Medium
    - **Success Rate:**

Minimal	Meets Expectations	Optimal
Basic list that allows CNEB to identify the most played games and the ones where Bolivia has the most competitive proficiency based on results from regional qualifiers	List is more comprehensive, identifying stakeholders within key games that allow for more nuanced tiered list of games categorized by current ecosystem capacity for competition, capacity for organization and capacity for broadcasting	Nuanced list that not only identifies areas of priority but can issue recommendations for both CNEB and game communities for further development of their national ecosystems: - Tier A: Games with enough players to organize recurrent small tournaments/scrims as well as plan ahead on development of more holistic competitive initiatives in the near future. Key community

		and individual leaders are identified and have an active interest in developing events more often. - Tier B: Games with a small but committed fanbase that can/do engage in competitive play or games with large fanbases with no competitive scene or community leaders that organize the space. Games show enough commitment compared to the overall national esports scenario to work on strengthening their ecosystems - Tier C: These games count with little or no active participation. Recommendations are specific to the importance of the game at an international level, the degree of prowess of any competitive players located and the internal availability to collaborate on developing the scene

- **Host scrim series and friendly invitational events (low-cost, online).** Post IESF Qualifiers organize small national events to maintain player interest in the federation and engage with the most expected activity for a new esports stakeholder in the national scene.
    - **Quest Priority:** Main Quest
    - **Difficulty Level:** Medium
    - **Success Rate:**

Minimal	Meets Expectations	Optimal

Host at least 1 event in the year for all Tier A titles identified	Host at least 2 events in the year for all tier A titles identified Include a stream for at least 1 tournament per title Include a prize pool for at least 1 tournament per title	Host at least 2 events in the year for all tier A titles identified Include a stream for each tournament Include a prize pool for each tournament

2027

- **Launch Bolivia's first nationwide year-long league (online-first).** Contingent on sponsorship support, the development of a league will be determined by the results of the game surveys and the game capacity reported. These results will inform the number of teams, formats and broadcasting capacities.
    - **Quest Priority:** Storyline Quest
    - **Difficulty Level:** Hard
- **Implement mandatory event reporting standards (based on BESA KPIs).** Events organized in 2027 and forward will be followed with statistics on each event to deliver analysis tools to the community and to track federation advancement on event organization
    - **Quest Priority:** Storyline Quest
    - **Difficulty Level:** Normal
- **Publish transparency reports on events organized with Federation collaboration.** Starting on 2027, findings on events will be reported for public perusal
    - **Quest Priority:** Main Quest
    - **Difficulty Level:** Easy

2028

- **Certify organizers and events with "Federation Integrity Seal."** CNEB will seek to provide organizers at a national level with credibility seals subject to periodic audits. The aim is to deliver higher credibility on private

actors so that these can seek to expand esports initiatives in a private manner across the country whether through publishers or other private clients
    - **Quest Priority:** Main Quest
    - **Difficulty Level:** Medium
- **Use official rankings to seed national championships.** With two years of event data, CNEB will seek to expand national and departmental tournaments by implementing rank-based events to differentiate players based on gaming ability. This initiative should encourage upcoming talents into participating while keeping separate spaces to maintain and encourage high competitive skill
    - **Quest Priority:** Storyline Quest
    - **Difficulty Level:** Medium

6. Economic Strategy & Financial Sustainability 2026

- **Build sustainable financial model prioritizing austerity and transparency.** Make 2026 budget transparent with federation board and, subject to vote, with federation collaborators from departments. Highlight that the aim of the budget is to spend as little as possible on it in anticipation of upcoming economic downturns in the country
    - **Quest Priority:** Storyline Quest
    - **Supervisor:** Treasury; President
    - **Difficulty Level:** Easy
- **Waive admission fees for the first 2 years.** In consideration of the economic hurdles faced by many Bolivians nationwide, CNEB will launch its first affiliation campaign in 2026 for free. Affiliated members to the Federation will have their admission fees waived for 2 years following their affiliations, making their first quotas only payable in 2028.
    - **Quest Priority:** Storyline Quest
    - **Supervisor:** President
    - **Difficulty Level:** Easy
- **Publish economic impact blog posts (inspired by May 2026 calendar).** It is important to highlight that, while CNEB will alleviate economic hurdles from the country's esports community, there will be an

economic burden absorbed by the federation to sustain the effort of growing esports during economic decline. Highlighting the theoretical costs of running different types of esports ventures (i.e. teams, leagues, production agencies, etc.) is a necessary step to create consciousness in the Bolivian public about the challenges ahead
    - **Quest Priority:** Main Quest
    - **Difficulty Level:** Easy
- **Begin mapping potential sponsor/partner network (non-political, non-partisan).** List down all potential brands and donors to collaborate with in Bolivia. Assess likelihood post electoral period in August 2026
    - **Quest Priority:** Storyline Quest
    - **Supervisor:** Treasury
    - **Difficulty Level:** Easy

2027

- **Launch low-cost Federation Membership Model with tiered access.** While costs will be waived for this year and the next for affiliated members in 2026, an important milestone will be to understand how much players would be able to pay if they'd want to affiliate in 2027 by paying their annual fees. A tiered approach offers the most sensitive opportunity for affiliation and gives CNEB the opportunity to introduce polls to understand how to better shape the tiers and adjust to the new Bolivian economic outlook
    - **Quest Priority:** Storyline Quest
    - **Supervisor:** Treasury
    - **Difficulty Level:** Medium
- **Create a transparent online dashboard for donations and financial reports.** All donations, as well as financial movements of the federation, must always be available for public consultation
    - **Quest Priority:** Storyline
    - **Supervisor:** Treasury
    - **Difficulty Level:** Medium
- **Evaluate the likelihood and logistics of a formal fundraising campaign with ethics safeguards.** Contingent on the country's

economic situation, the Treasury must submit a report to the board with recommendations on funding alternatives for the federation.
    - **Quest Priority:** Storyline Quest
    - **Difficulty Level:** Easy

2028

- **Begin public-private partnership dialogues for long-term sponsorships.** Contingent on evolution of economic situation, the Treasury shall evaluate which private sector institutions can contribute to the development of partnerships with the federation. At the same time, aid from international organizations must be evaluated.
    - **Quest Priority:** Storyline Quest in charge of Treasury
    - **Difficulty Level:** Hard
- **Publish first full audited financial report with YOY comparison.**
    - **Quest Priority:** Storyline Quest in charge of Treasury
    - **Success Rate: -**
    - **Difficulty Level:** Medium

7.Human Resources & Capacity Building

- **2026: Maintain core 4-person team; add 3–5 volunteer department leads (content, data, legal, athlete outreach).**
    - **Quest Priority:** Storyline Quest
    - **Difficulty Level:** Hard
    - **Success Rate:**

Minimal	Meets Expectations	Optimal
Only new Secretariat for Events is secured and there are collaborators in 4 departments Legal committee is functional upon request	Secretariat for Events is secured Treasury is secured Departmental collaborators (ambassadors) in at least 6 departments Legal committee is functional	Secretariat for Events is secured Treasury is secured Departmental collaborators (ambassadors) in all 9 departments including Tarija: - Departmental collaborators also form their own teams

	Teams for carrying out 2026 Events and Data Tasks is secured	Legal committee is functional Teams for carrying out 2026 Events and Data Tasks is secured

- **2027: Grow to 12–15 volunteer/stipend-based members. Each department has 1 coordinator.**
    - **Quest Priority:** Storyline Quest
    - **Difficulty Level:** Hard
    - **Success Rate:**

Minimal	Meets Expectations	Optimal
At least one coordinator per department and a completely functional board	A completely functional board with committees for data, content, psychological support and legal is consolidated At least 4 departmental federations have at least 3 people collaborating in a volunteer manner	A completely functional board with committees for data, content, psychological support and legal is consolidated At least 7 departmental federations have at least 3 people collaborating in a volunteer manner Some members outside of the president are also able to donate to the federation's budget

- **2028: Formalize structure to 20–25 active contributors; prepare for salaried roles starting 2028.** This needs to be further discussed with the federation as a whole and will be contingent on the country's economic situation.

Execution Calendar

2026

Month	Governance & Legal	Standardization	Community Engagement (Social Media Themes)	Athletes & Ecosystem	Tournaments	Finance	HR
July	Dept. Structuring Begins	Stakeholder Mapping	"What is a Federation?" Education Campaign	Player Census	-	Budget Draft	Recruit Dept. Leads
August	Legal Draft V1	Begin Metrics Draft	"Federation Benefits in Developing Economies"	Athlete Recog. Research	-	Economic Blog	-
September	Legal Team Formed	Data Committee Formed	"Who Makes a Federation?" Roles & Org Posts	-	IESF Regional Qualifiers	Sponsor Mapping	-
October	Legal Progress Tracking	Survey Data	"Challenges in Bolivian Esports" Campaign	NGO Mental Health Outreach	IESF Regional Qualifiers	Financial Policy	-
November	Bylaws Finalization	Draft Ruleset V1	"Structure of a Federation" Campaign	-	Potential National Tournaments	-	-
December	Begin BOC Renegotiation	Internal Policy Drafts	"Players' Roles" Campaign	-	-	-	-
January	National Filing Prep	-	"Organizers' Role in Federations"	-	-	-	-
February	Legal Filing	-	"Esports & Traditional Sports" Campaign	-	-	-	-

March	Legal Follow-up	-	"Beyond Esports: Health, Gender, Education"	-	-	-	-
April	Recognition Campaign	-	"Professionalization and Legalization"	-	-	-	-

2027 & 2028 Execution Calendar Overview[22]

2027:

Jan–Mar: Launch digital tools, hold public consultations
Apr–Jun: Finalize legal constitution, submit IESF documentation
Jul–Sep: Implement reporting standards, finalize athlete registry
Oct–Dec: Run national league, publish financial dashboard

2028:

Jan–Mar: Launch ranking system, initiate stakeholder councils
Apr–Jun: Host awareness week, hold National Summit
Jul–Sep: Begin IESF standardization engagement
Oct–Dec: Audit cycle, refine statutes, publish development index

Evaluation Tools

- Quarterly Review Meetings: Internal status checks every three months
- Completion Rate Reports: Evaluate each quest by its designated level (Minimal, Meets Expectations, Optimal)
- Stakeholder Surveys: Gather external feedback from departments, players, and partners
- Public Reporting: Release annual transparency, financial, and governance reports
- Benchmarking: Compare Bolivia's progress to peer LATAM federations
- Compliance Checks: Assess alignment with IESF and global standardization indicators

[22] Subject to revision

Conclusion

By the end of 2028, Bolivia aims to stand as a fully constituted, compliant, and internationally connected Esports Federation. Achieving this goal will rely on key strategic objectives across the seven thematic areas:

- Legal recognition and governance transparency
- Accurate national mapping and standardization
- Deep grassroots engagement and visibility
- Comprehensive athlete support and recognition
- Tiered national competition ecosystem
- Transparent, diversified financial model
- Functional and growing human capital structure

All goals can be achieved at varying degrees of success rates, offering flexibility based on actual capacities. An optimal completion tier across most objectives would indicate institutional maturity, capacity for international engagement, and long-term sustainability. Similarly, a critical element for 2026 is recruitment and mobilization. If departments succeed in forming local federations and data collection is rigorous, 2027 can see formal federation registration, national league formation, and Bolivian representation in standardization discussions. By 2028, Bolivia could move: internationally, into full IESF engagement; while nationally, into stakeholder certification, comprehensive athlete ranking and development of recurring competitive structures.

Areas needing future attention include:

- Publisher and professional league partnerships
- Technology and infrastructure development for LAN and broadcast
- Safety protocols and fair play enforcement
- Stakeholder protection, grievance handling, and dispute resolution

This strategy does not assume a static environment. It is iterative, built for quarterly reviews, and adaptable to national and global developments. **CNEB invites all Bolivian esports actors to contribute, collaborate, and co-create the future of the country's competitive digital ecosystem.**

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